

**UNIVERSITI TEKNOLOGI MARA**

**TRANSFORMATIONAL LEADERSHIP STYLE,  
ORGANIZATIONAL COMMITMENT AND  
WORKPLACE SPIRITUALITY IN TEACHER  
EDUCATION DIVISION**

**FARIZA BINTI SULAM**

Dissertation submitted in Partial Fulfilment of the Requirements for the  
Degree of

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## **ABSTRACT**

The purpose of this study is to examine relationship between transformational leadership style and organizational commitment. Furthermore, this research was to examine relationship between workplace spirituality and organizational commitment in Teacher Education Division, Ministry Of Education. The respondents were 150 employees in Teacher Education Division in Putrajaya. The survey used questionnaire was adapted and adopted from Multifactor Leadership Questionnaire (MLQ) developed by Bernard M.Bass and Bruce J.Avolio to measure transformational leadership style, however Organization Commitment Survey (OCS) was adopted from Allen and Meyers (1990) and The Meaning And purpose At Work Questionnaires was adopted from Ashmos and Duchon (2000). All the items using Likert scale. All data has been analysed using SPSS version 17.0 with Descriptive and Pearson Correlation. The findings revealed that Idealized Influence and Inspirational Motivation has highest overall mean in transformational leadership style dimension, organizational commitment has been identified at moderate level of overall mean and inner life has highest mean level in workplace spirituality dimensions. Besides, there is no relationship between transformational leadership style and organizational commitment. However, it revealed that there is a positive correlation between workplace spirituality and organizational commitment. Based on the findings, this study also provides recommendations for improvement of management practices and future research.

## **ABSTRAK**

Penyelidikan ini diadakan adalah bertujuan untuk meneliti hubungan antara kepimpinan transformasi dan komitmen organisasi di Bahagian Pendidikan Guru. Ia juga bertujuan untuk mengkaji hubungan antara kerohanian di tempat kerja dengan komitmen organisasi. Responden yang digunakan adalah seramai 150 orang staf di Bahagian Pendidikan Guru, Putrajaya. Soal selidik ini mengambil dan mengadaptasi soalan yang dibina oleh Bernard M.Bass and Bruce J.Avolio untuk menilai kepimpinan transformasi, Kajian Komitmen Organisasi (OCS) daripada Allen and Meyers (1990) dan Soalan Kepentingan Tempat Kerja daripada Ashmos and Duchon (2000). Kesemua soalan ini menggunakan skala Likert dan dianalisis menggunakan SPSS Version 17.0. Kajian menunjukkan bahawa persepsi staf terhadap kepimpinan transformasi Pengarah adalah pada tahap tinggi dan tahap komitmen organisasi adalah berada di tahap sederhana. Persepsi staf menunjukkan bahawa Pengarah mempunyai pengaruh ideal dan memberi motivasi. Kajian turut menunjukkan bahawa tiada hubungan di antara kepimpinan transformasi dan komitmen organisasi manakala terdapat hubungan yang positif antara kerohanian tempat kerja dan komitmen organisasi. Berdasarkan dapatan kajian juga, beberapa cadangan telah dikemukakan untuk penambahbaikan dalam amalan pengurusan dan kajian pada masa depan.

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*“No matter how badly they treat you, never drop down to their level, just know you’re better and walk away”*

## DECLARATION

I declare that the thesis entitled

**Transformational Leadership Style, Organizational Commitment And Workplace Spirituality In Teacher Education Division**

The thesis is never submitted to any academic or non-academic institutions. It was carried out in accordance with the regulation of Universiti Teknologi MARA. The thesis is a result of my own work and it is original, except for some of the quotations which or references.

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Name of Candidate : Fariza binti Sulam

Candidate's ID No : 2010623678

Programme : Master of Education (Educational Management & Leadership)

Faculty : Faculty of Education

Thesis Title : **Transformational Leadership Style, Organizational Commitment And Workplace Spirituality In Teacher Education Division**

Signature of Candidate :



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